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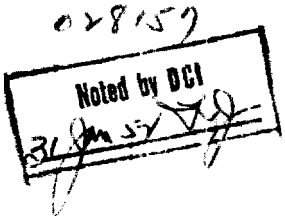


ITEM 1

Plan for Conducting Psychological Operations during General Hostilities

Summary: This item is carried forward from previous meetings. At the last meeting of the Board, the Deputy Secretary of Defense indicated he had not had sufficient time to study the comments of the Joint Chiefs of Staff. It was understood, however, that these comments would be available to the other members of the Board to study prior to the next meeting. The Joint Chiefs of Staff's comments were not released to the Director of the PSB or the members of the Board.

It is anticipated that they will be placed before the Board at the meeting and a verbal briefing made by the Representative of the Joint Chiefs of Staff.

NSC review(s) completed.

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Noted by DCI
15 Nov 51

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13 November 1951

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# PLAN FOR CONDUCTING PSYCHOLOGICAL OPERATIONS

during

# GENERAL HOSTILITIES

Note: Paragraph 11 of Section VI, on page 5 of the attached plan, is in question. Divergent views are indicated.

15 Nov. 51 - PSB approved, subject to review and comment by JCS.

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# PLAN FOR CONDUCTING PSYCHOLOGICAL OPERATIONS

during

## GENERAL HOSTILITIES

(Code Name: [redacted] 25X1

Reference: (a) Presidential Secret Directive of 4 April 1951 Establishing a Psychological Strategy Board.

(b) Approved Role of Psychological Strategy Board under 4/4/51 Presidential Directive.

(c) NSC 10/2.

(d) NSC 10/5.

(e) NSC 20/4.

(f) NSC 59/1.

Enclosure: (1) Copy of reference (a).

(2) Copy of reference (b).

## I. MISSION

To conduct psychological operations in pursuance of prescribed national objectives during general hostilities.

## II. DEFINITIONS

Within the purview of this plan the following definitions shall apply:

a. PSYCHOLOGICAL OPERATIONS: Shall include all activities (other than overt types of economic warfare) envisioned under NSC 59/1 and 10/2. See references (a) and (b).

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b. MILITARY THEATER OF OPERATIONS: A so entitled, geographically delimited, and competently proclaimed portion of a theater of war necessary for military operations, either offensive or defensive, pursuant to an assigned mission, and for the administration incident to such military operations.

c. TO COORDINATE: This expression means that agencies "coordinated with" shall participate actively; that their concurrence shall be sought; and that if concurrence is not obtained, the disputed matter shall be referred to the next higher authority in which all participants have a voice.

## III. ASSUMPTION

That the United States and its Allies are engaged in general hostilities forced upon them by the USSR or any of its satellites.

## IV. NATIONAL OBJECTIVES WHICH WILL MAINTAIN IN A CONDITION OF GENERAL HOSTILITIES

During a condition of general hostilities United States National Objectives vis-a-vis the USSR will be, unless modified by appropriate authority, as set forth in Paragraph 19 of NSC 20/4;

"To counter the threats to our national security and well-being posed by the USSR, our general objectives with respect to Russia, in time of peace as well as in time of war, should be:

"a. To reduce the power and influence of the USSR to limits which no longer constitute a threat to the peace, national independence and stability of the world family of nations.

"b. To bring about a basic change in the conduct of international



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relations by the government in power in Russia, to conform with the purposes and principles set forth in the UN Charter.

"In pursuing these objectives due care must be taken to avoid permanently impairing our economy and the fundamental values and institutions inherent in our way of life."

## V. BASIC PRINCIPLES OF OPERATIONS

1. Psychological operations programs are established instruments of national policy and shall, therefore, be consistent with and directed toward the achievement of national objectives.

2. As appropriate, psychological operations and policies and plans pertaining thereto shall be coordinated with similar operations, policies and plans of our Allies.

## VI. DELINEATION OF RESPONSIBILITIES

1. The Psychological Strategy Board shall be responsible for: (a) the formulation and promulgation, as guidance to the departments and agencies responsible for psychological operations, of over-all national psychological objectives, policies and programs, (b) the coordination and evaluation of the national psychological effort.

2. The Joint Chiefs of Staff, in conformity with established national policy and Psychological Strategy Board guidance, and except as provided in paragraphs VI 4 and VI 5 immediately below, shall be responsible for planning and execution of U.S. psychological operations in military theaters of operations.



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3. The Department of State, in conformity with established national policy and Psychological Strategy Board guidance, and except as provided in paragraphs VI 4 and VI 5 immediately below, shall be responsible for the planning and execution of U.S. psychological operations in areas other than military theaters of operations.

4. In situations in which a military theater of operations embraces territory of a government which exercises civil authority and to which a U.S. diplomatic mission is accredited, in conformity with established national policy and Psychological Strategy Board guidance and except as provided in paragraph VI 5 immediately below:

a. The Joint Chiefs of Staff shall be responsible for U.S. psychological operations directed toward enemy, enemy-occupied, or allied-occupied territory.

b. The Department of State shall be responsible for U.S. psychological operations directed toward nationals of the country concerned.

c. The Joint Chiefs of Staff shall be responsible for establishing arrangements for coordination of psychological operations conducted by a theater commander and chiefs of mission within the theater.

5. Covert psychological operations shall be planned, conducted, and coordinated in accordance with NSC 10/2, NSC 10/5, the pertinent provisions of NSC 59/1, and Psychological Strategy Board guidance.



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6. Overt psychological operations originating in areas other than military theaters of operations shall be coordinated with the Joint Chiefs of Staff when such operations will directly affect current or projected military actions.

7. All psychological operations originating in military theaters of operations shall be coordinated with the Department of State in cases where theater psychological operations will have direct effect outside the theater of operations upon current or projected psychological operations of that department.

8. The Psychological Strategy Board shall ensure, through the government agency or agencies appropriate in the instant circumstances, any necessary coordination of national psychological operations, policies, or plans with the appropriate agency or agencies of other governments.

9. The Joint Chiefs of Staff shall be responsible for any necessary coordination of U.S. psychological operations with similar operations of other governments in military theaters of operations.

10. The Department of State shall be responsible for any necessary coordination of U.S. psychological operations with similar operations of other governments outside military theaters of operations.

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Paragraph 11 is in question

View of CIA and JCS Military Adviser to PSB:

11. All government departments and agencies which are not elsewhere mentioned in this plan and which are or may be assigned responsibilities for executing psychological operations outside the U.S. shall adhere to instructions issued by the Psychological Strategy Board.

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View of Department of State:

11. All government departments and agencies which are not elsewhere mentioned in this plan and which are or may be assigned responsibilities for executing psychological operations outside the U.S. shall:

a. Adhere to guidance issued by the Psychological Strategy Board.

b. Coordinate their policies and plans with the Joint Chiefs of Staff for activities in military theaters of operations and with the Department of State in areas other than military theaters of operations.

c. Coordinate their operations in the field with the senior U.S. military officer in military theaters of operations and with the chief of the U.S. diplomatic mission in areas other than military theaters of operations.

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12. The Central Intelligence Agency shall ensure that appropriate intelligence support is provided for U.S. psychological operations and that intelligence activities of government departments and agencies in this field are properly coordinated.

## VII. ORGANIZATIONAL PRINCIPLES

Information facilities and appropriate personnel of the Department of State and other overt executing agencies in areas which become military theaters of operations shall be made available to the senior U.S. military officer in that theater under statutory and other competent authority during the approximate time of military control in that area. Plans for orderly transfer, and later return, of information facilities and appropri-

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ate personnel of the Department of State and other overt executing agencies shall be coordinated by the Psychological Strategy Board.

## VIII. PLANNING AND EXECUTION

1. This basic national psychological operations plan is in effect for planning purposes. All government departments and agencies having responsibilities specifically assigned herein shall, as a matter of high priority, draft supporting plans and make all preparations necessary for efficient execution of the provisions herein contained.

2. This plan shall be executed upon Presidential proclamation that a state of general hostilities exists with the USSR and its satellites, upon official declaration of war with the USSR and its satellites, or at such other time as the President may direct.



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THE WHITE HOUSE

Washington April 4, 1951

DIRECTIVE TO: The Secretary of State
The Secretary of Defense
The Director of Central Intelligence

It is the purpose of this directive to authorize and provide for the more effective planning, coordination and conduct, within the framework of approved national policies, of psychological operations.

There is hereby established a Psychological Strategy Board responsible within the purposes and terms of this directive, for the formulation and promulgation, as guidance to the departments and agencies responsible for psychological operations, of over-all national psychological objectives, policies and programs, and for the coordination and evaluation of the national psychological effort.

The Board will report to the National Security Council on the Board's activities and on its evaluation of the National psychological operations, including implementation of approved objectives, policies and programs by the departments and agencies concerned.

For the purposes of this directive, psychological operations shall include all activities (other than overt types of economic warfare) envisioned under NSC 59/1 and NSC 10/2, the operational planning and execution of which shall remain, subject to this directive, as therein assigned.

The Board shall be composed of:

a. The Undersecretary of State, the Deputy Secretary of Defense, and the Director of Central Intelligence, or, in their absence, their appropriate designees;

b. An appropriate representative of the head of each such other department or agency of the Government as may, from time to time, be determined by the Board.

The Board shall designate one of its members as Chairman.

A representative of the Joint Chiefs of Staff shall sit with the Board as its principal military adviser in order that the Board may ensure that its objectives, policies and programs shall be related to approved plans for military operations.

Enclosure (1)



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PRESIDENT'S DIRECTIVE

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There is established under the Board a Director who shall be designated by the President and who shall receive compensation of $16,000 per year. The Director shall direct the activities under the Board. In carrying out this responsibility, he shall

a. Be responsible for having prepared the programs, policies, reports, and recommendations for the Board's consideration,

b. Sit with the Board and be responsible to it for organizing its business and for expediting the reaching of decisions,

c. Promulgate the decisions of the Board,

d. Ascertain the manner in which agreed upon objectives, policies, and programs of the Board are being implemented and coordinated among the departments and agencies concerned,

e. Report thereon and on his evaluation of the national psychological operations to the Board together with his recommendations,

f. Perform such other duties necessary to carry out his responsibilities as the Board may direct.

The Director, within the limits of funds and personnel made available by the Board for this purpose, shall organize and direct a staff to assist in carrying out his responsibilities. The Director shall determine the organization and qualifications of the staff, which may include individuals employed for this purpose, including part-time experts, and/or individuals detailed from the participating departments and agencies for assignment to full-time duty or on an ad hoc task force basis. Personnel detailed for assignment to duty under the terms of this directive shall be under the control of the Director, subject only to necessary personnel procedures within their respective departments and agencies.

The participating departments and agencies shall afford to the Director and the staff such assistance and access to information as may be specifically requested by the Director in carrying out his assigned duties.

The heads of the departments and agencies concerned shall examine into the present arrangements within their departments and agencies for the conduct, direction and coordination of psychological operations with a view toward readjusting or strengthening them if necessary to carry out the purposes of this directive. The Secretary of State is authorized to effect such readjustments in the organization established under NSC 59/1 as he deems necessary to accomplish the purposes of this directive.



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This directive does not authorize the Board nor the Director to perform any "psychological operations".

In performing its functions, the Board shall utilize to the maximum extent the facilities and resources of the participating departments and agencies.

/s/ Harry S. Truman

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PSYCHOLOGICAL STRATEGY BOARD

28 September 1951

Role of Psychological Strategy Board
under 4/4/51 Presidential Directive

The President's Directive creates the Psychological Strategy Board to provide more effective planning of psychological operations within the framework of approved national policies, to coordinate the psychological operations of all departments and agencies of government, and to evaluate the effectiveness of the national psychological effort.

The members of the Board are the under Secretary of State, the Deputy Secretary of Defense, and the Director of Central Intelligence. The Director, appointed by the President, sees that the decisions of the Board are carried out. A representative of the Joint Chiefs of Staff sits with the Board as its principal military adviser; and the Board may add to its number from time to time appropriate representatives of the heads of other governmental units.

The Board is the nerve-center for strategic psychological operations. At the apex of government, it provides a focal point for assuring the planned use by all governmental units of activities to influence the opinions, attitudes, emotions and behavior of foreign groups in ways that will support the achievement of our approved national aims. Through the Board, the President is enabled to turn to one body, instead of many, for a prompt assessment of these psychological operations--as to magnitude, emphasis, pace, effectiveness, and responsibility for execution. Thus, a unified base is afforded from which to take from an enemy the initiative in psychological operations.

The Board itself does not engage in operations. It is not concerned with day-to-day problems arising in the psychological field, except as they may affect progress toward major strategic objectives. The Directive reposes in the Board the responsibility for overall psychological policies, objectives, and programs, and their coordination among the various departments and agencies; provides for adjustments to be

Enclosure (2)

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made by such departments and agencies in their existing arrangements in this regard; and amends previous National Security Council instructions to that extent.

To execute its role:

1. The Board will prepare, in order to determine the framework of its action under the Directive, an inventory of those approved national policies which may directly or indirectly involve psychological operations; recommending to the appropriate agencies the adoption or development of such additional policies as may directly or indirectly involve psychological operations.

2. In support of such approved national policies, the Board will formulate and promulgate overall policies, programs, and objectives for psychological operations; including overall strategic plans in such detail as to enable operational planning by departments and agencies.

3. The Board will stimulate all departments and agencies engaged in operations having psychological aspects, to set up effective psychological operational plans:

a. by assigning to such departments and agencies the preparation of psychological operational plans to carry out any part of such overall strategic plans as to which no psychological operational planning has been initiated;

b. by reviewing all psychological operational plans already initiated by departments and agencies in order to assure that they are consistent with such overall strategic plans, determining those plans which may be left to the initiating departments and agencies without further action by the Board and those plans as to which the Board should take some further action.

4. The Board will determine as to the various psychological operational plans: (1) emphasis, (2) priority, and (3) pace.

Enclosure (2)



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5. The Board will coordinate the execution by departments and agencies of all such plans within the framework of overall strategic plans.

6. The Board will evaluate the programs of departments and agencies and their execution through psychological operational plans, in terms of effective accomplishment of the national psychological effort; selecting programs and plans for evaluation which are most important to the attainment of national objectives.

(End)

Enclosure (2)



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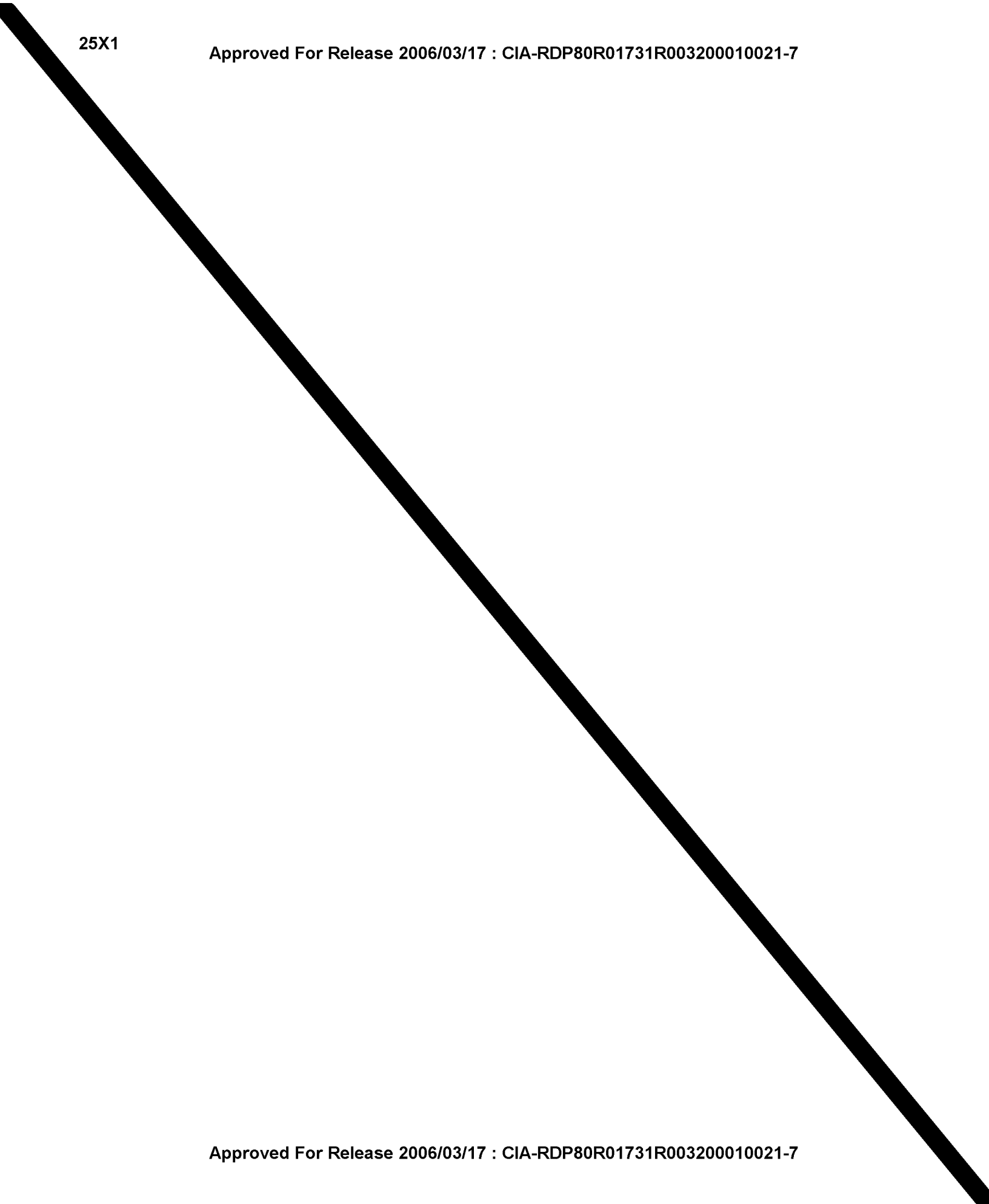

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